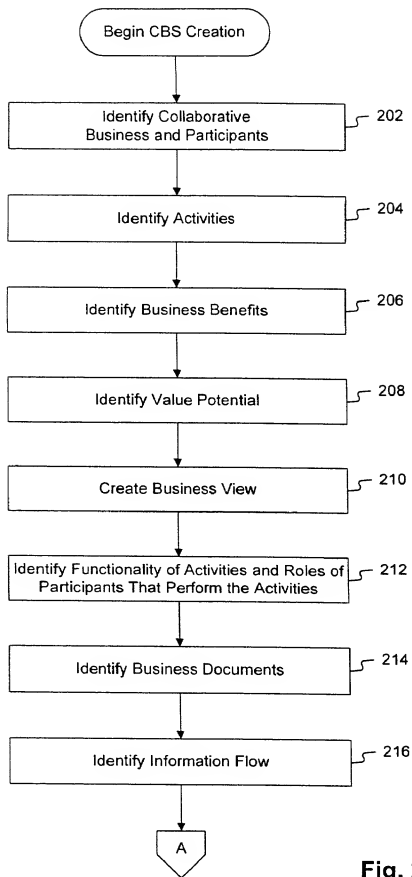


Fig. 1

**Fig. 2A**

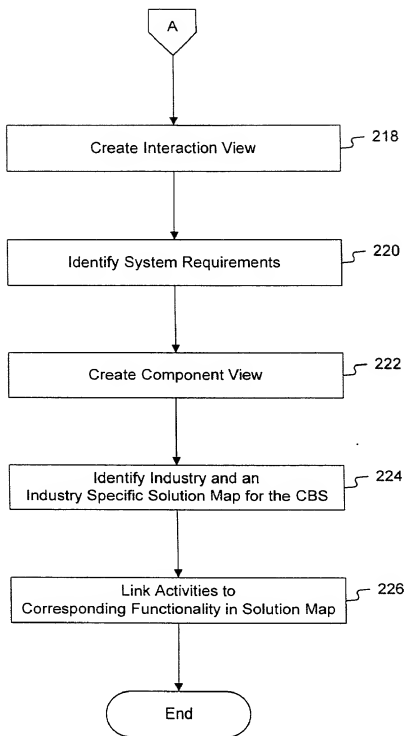
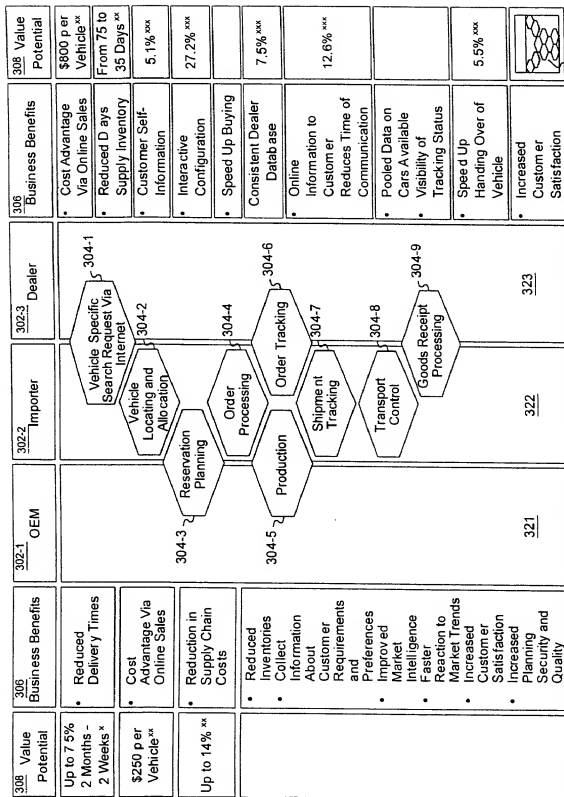


Fig. 2B



Sources: ^x Mayor European Automotive Company, ^{xx} Goldman Sachs Research Analysis, January 2000
^{xxx} Percentage of Cost of Sales for New Vehicle (DM 453,588 for Germany)

Harvard Business Manager 1/2000

Fig. 3

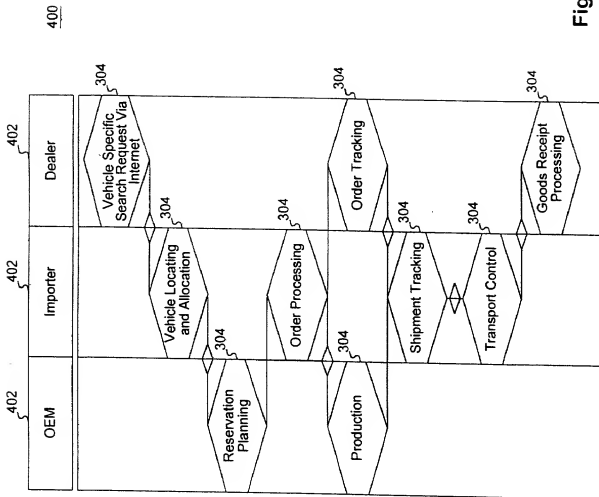


Fig. 4A

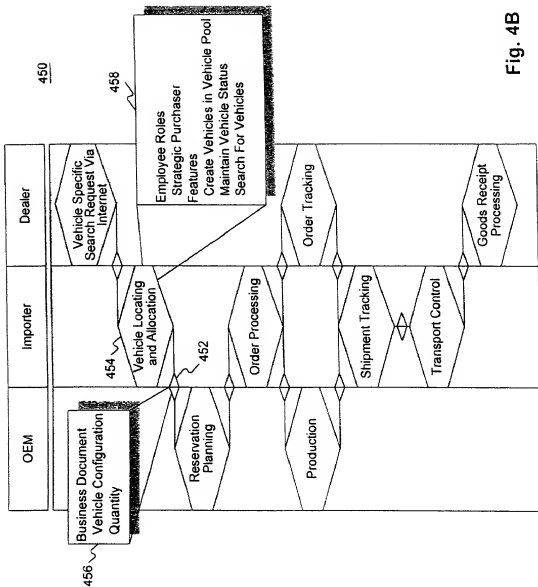


Fig. 4B

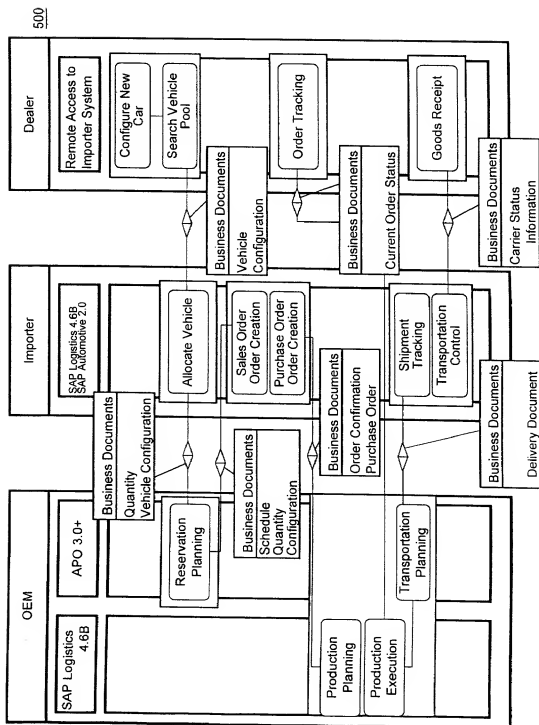


Fig. 5

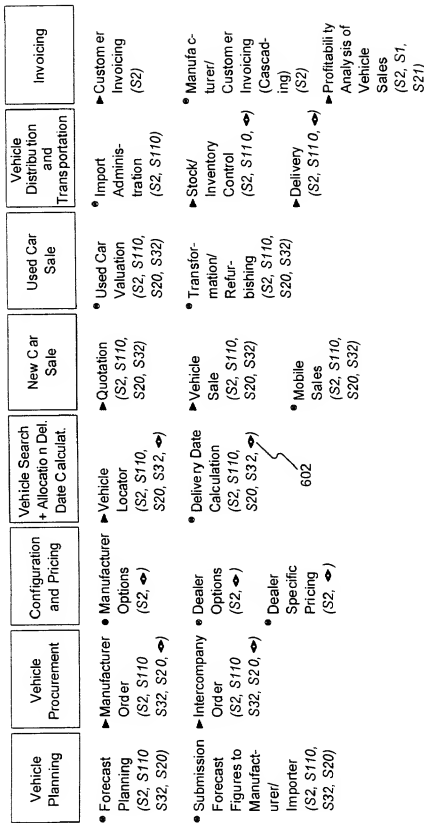


Fig. 6

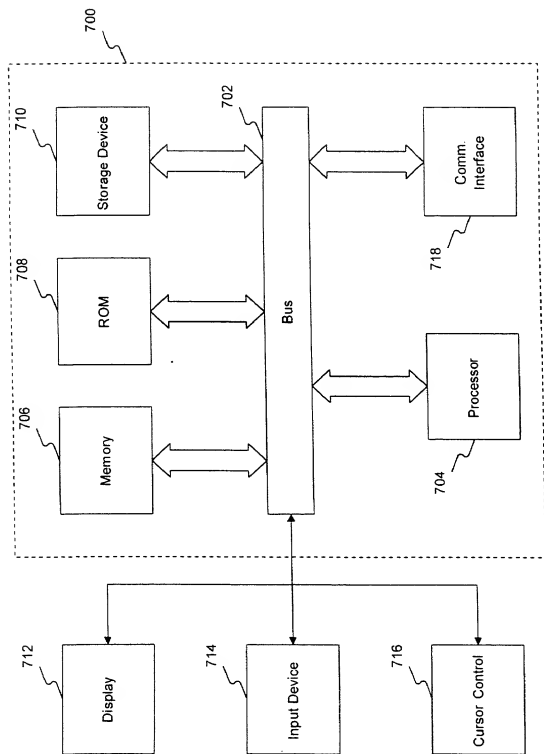


Fig. 7

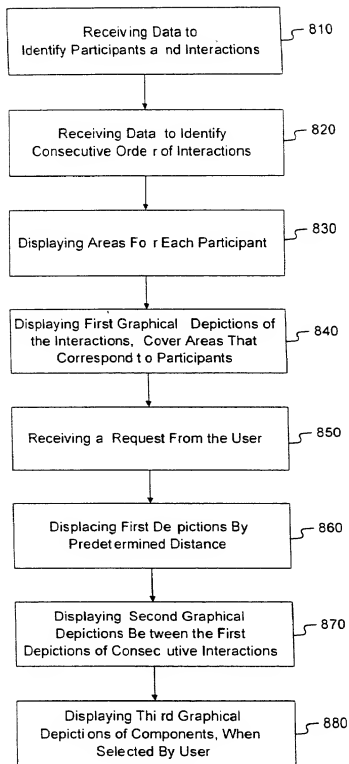


Fig. 8

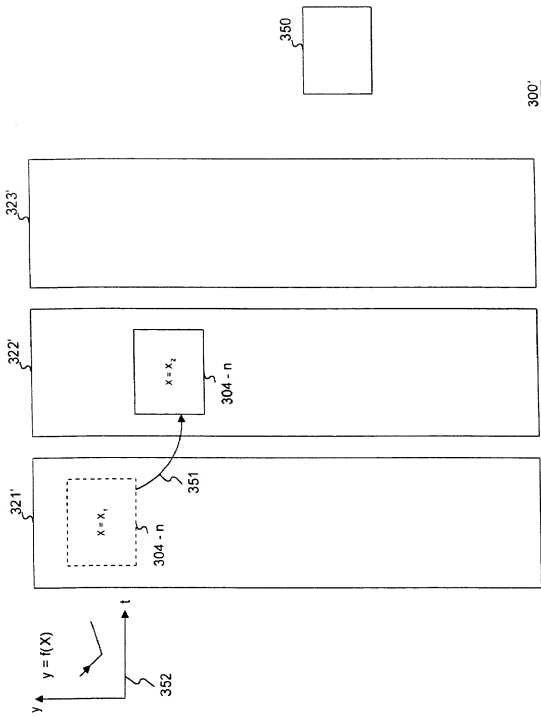


Fig. 9

The Collaboration Scorecard

Collaborative Business - Supplier Workplace

321"

Quantifying the Value Creation for each Partner within the Collaborative Network

322"

323"

EXAMPLE

Business Benefit	OEM Value Base (e.g. Inventory)	Percentage of Improvement	Benefit Value for Partner	Supplier Value Base (e.g. Inventory)	Percentage of Improvement	Benefit Value for Partner	Carrier Value Base (e.g. Inventory)	Percentage of Improvement	Benefit Value for Partner
Best Data Quality in Real-Time	1500000	20%	300000	300000	20%	60000			
Avoiding Delays Due to Missing Data	2300000	50%	1150000	350000	40%	140000			
Increase Number of Suppliers Connected Electronically									
Reduction in Manpower Required for Data Entry	800000	30%	240000	100000	30%	30000			
Reduced Set-Up Cost				250000	50%	125000	150000	80%	120000
Reduced Operating Cost	1500000	50%	750000	100000	50%	50000	100000	50%	50000
Reduced Administration Cost	100000	50%	50000	100000	50%	50000	50000	50%	25000
Total Value Potential by Business Partner (per annum basis)			2,490,000			455,000			195,000

300"

Fig. 10